

~~ADMINISTRATIVE~~

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APPROACHES TO CAREER DEVELOPMENT

During the month of June 1973, the CIA Management Committee directed the Director of Personnel to develop "a study group to make specific recommendations for changes in the Career Service system..." The Study Group, consisting of senior Directorate representatives chosen by the Deputy Directors and the Director of Personnel as chairman, submitted its report which recommended the following:

- a. a new statement of Agency personnel policy;
- b. 10 Agency personnel objectives;
- c. 16 personnel authorities and responsibilities of the Deputy Directors;
- d. reduction of the number of career services from 23 to 5;
- e. establishment of a Senior Personnel Resources Board.

The CIA Management Committee approved the Report on 8 January 1974, with an amendment deleting the 3-year provisional period and with the guidance pertaining to supergrade review and to the Executive Career Service.

The Study Group decided that the responsibility for the bulk of career development planning should be vested in Directorate Career Services but that a piece of the action should remain with Agency-level management. Top management would define Agency managerial philosophy and establish personnel programs, objectives and activities to insure greater uniformity in meeting the overall needs of the Agency and its employees. Top management also would issue guidelines for establishing structures, policies, and processes. However, immediate authority and responsibility for administering the Career Services would remain in the Directorates; the Deputy Directors would have the flexibility to meet their own unique personnel requirements.

Much of the Career Service Structure that was employed in day-to-day management prior to the "New Approaches" will continue. However, the Career Services will now be operating under the 16 guidelines. Among these guidelines are requirements which relate directly to career development:

- a. the requirement for all Directorates to operate an evaluation and ranking system of all professional employees;
- b. the necessity to maintain Directorate counseling programs for all employees;
- c. the establishment and publishing of uniform promotion criteria;

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- d. development of policies to facilitate employee mobility;
- e. development of procedures to correct marginal performance through counseling, retraining, reassignment or termination.

The findings of the PASG confirmed the need for programs such as the Personnel Development Program which was introduced in FY 1974. During FY 1974 PDP was confined to the identification and development of employees GS-13 - GS-15 with the potential of becoming Agency executives as well as succession planning for executive positions. This fiscal year we are extending PDP to provide for the development and training of officers through GS-09. The PDP for FY 1975 is divided into two sections. Section I is concerned with Executive Level Development plans and Section II involves the preparation of Developmental Profiles to provide the framework for career development actions below the executive level.

(DEFINITION OF DEVELOPMENTAL PROFILES ATTACHED)

The PASG Report deals exclusively with the professional employee. So does the Personnel Development Program. In the past few weeks, however, we have begun to take a systematic look at the clerical employees, especially those in the secretarial field, to determine what changes are needed in the way we administer them. An effective personnel system for clerical employees is one of our immediate goals.

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